



Global Leadership Centre University of Oxford

A physical and digital hub for leaders





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Introduction

Leadership development is the cornerstone on which Saïd Business School is built.

It was at the heart of the Oxford Centre for Management Studies, later Templeton College, which launched the Oxford Strategic Leadership Programme and Oxford Advanced Management and Leadership Programme – still two of our flagship executive education programmes today. And in 1990, the Centre's desire to make a difference, and to benefit society through improving business leadership, contributed to the University of Oxford's official resolution to create a School of Management Studies, which became, of course, Saïd Business School.

As we approach the 25th anniversary of the formal launch of Oxford Saïd, it is worth acknowledging the debt we owe to the entrepreneurial founders of that Management Studies journey, to the vision of our founding donor, Wafic Saïd, and also to executive education. Between them, they established the principles which have informed our work ever since.

Responsibility

Business does not stand alone: it has a role and a responsibility to contribute positively to ensuring an equal, prosperous, and sustainable world for all. At a personal level we ask leaders to think, not about their egos or their power, but about their responsibility: leadership work becomes about the organisation and the system, not about the individual.



Diversity

A diverse community improves decision-making and encourages empathy – both vital in leaders. It enables us to explore issues from different perspectives, to gain an outsider's view of our own actions and behaviours, and to test our assumptions by asking different questions. Our commitment to diversity is why we have a higher proportion of women in our MBA than almost any other business school; why our share of students from Africa is three to five times as large as our competitors'; why we draw students and executive education participants from all around the world, with no nationality dominating; and why we work not just with businesses, but also governments and NGOs.

Embeddedness

While in many organisations it is important for leaders to have domain expertise – such as technology, science, or medicine – over-specialisation can lead to narrow thinking. Interdisciplinarity is about diversity of thought, which is vital to our research as well as our teaching. That is why we have always emphasised how embedded we are within our parent university and aimed to strengthen relationships with scholars and departments throughout Oxford, inviting them to contribute to our programmes, develop joint programmes, such as the 1+1 MBA, GOTO, and the MSc in Law and Finance, and make an increasing number of joint appointments.

Curiosity

Oxford has always been about asking questions. Our teaching and research are both driven by curiosity: what really drives behaviour and systems? Why do some phenomena get repeated again, and again? What are the patterns that we can see, how can we understand them, and how can we use our understanding to influence the future?

Our approach to leadership starts with the question, what is the work that needs to be done? And then it's about encouraging leaders to notice what is going on in their organisations or ecosystems, realising what they can learn from that, and understanding what they can do to nudge change.

What these principles all have in common is humility. They are about listening to and learning from others, about being reflective, and focusing on the task in hand. That is what the Global Leadership Centre – despite its imposing size – is designed to facilitate. For leaders, and everyone in the Oxford Saïd community, it is somewhere to pause, in a different setting, with different people, and have different conversations, contributing to better leadership for our people, organisations, and systems.

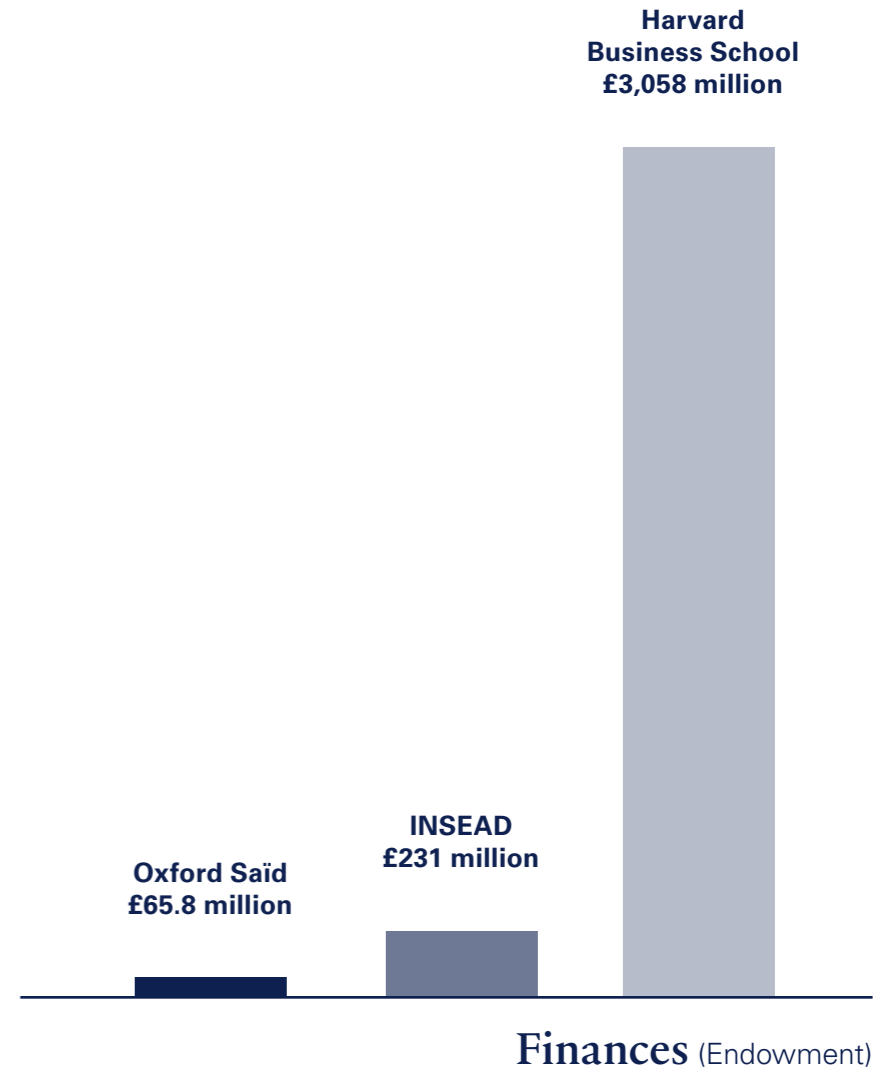
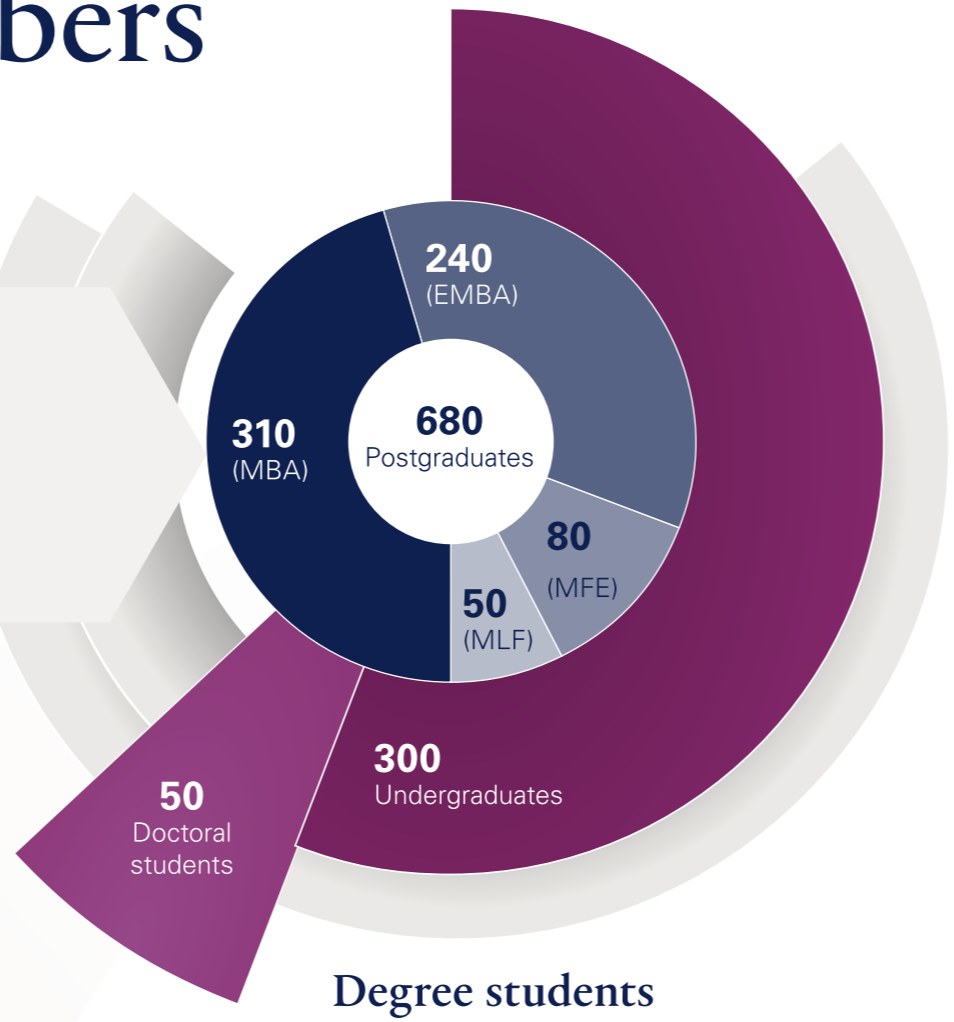
Sue Dopson

Interim Dean,
Professor of Organisational Behaviour,
Saïd Business School, University of Oxford

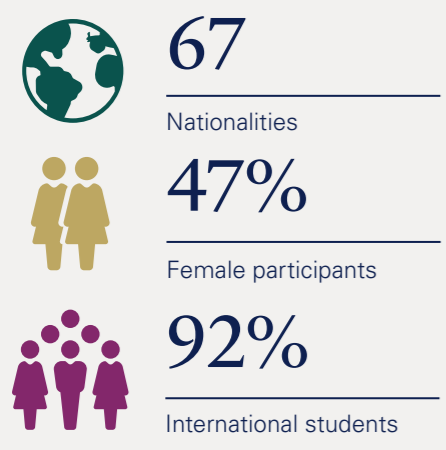
Oxford Saïd in numbers

Founded in 1996, we celebrate the 25th anniversary of our first MBA class this year. We moved into our Park End facility in 2001.

MBA (Master of Business Administration)
EMBA (Executive Master of Business Administration)
MLF (Masters in Law and Finance)
MFE (Masters in Financial Economics)



Composition of 2020/21 MBA class



Open executive education programmes (2019)



Online executive education programmes (since 2017)



Custom executive education programmes (since 2016)



COVID-19 response

– a snapshot

Students

Oxford Saïd Service Corps

The Oxford Saïd Service Corps was a student-led initiative to replace cancelled internships and consultancy projects while helping a range of businesses and nonprofits that were themselves affected by the pandemic. The Dean's Response Fund, created in June 2020, paid students a living wage, allowing them to increase their practical knowledge and apply what they learnt on the MBA programme. Meanwhile, the organisations they worked with, many of which would not normally be able to afford to pay interns themselves, benefited from their energy and new ideas.

Entrepreneurship

The Foundry COVID-19 Action Plan

The Oxford Foundry COVID-19 Action Plan was launched in April 2020. It increased support and access to networks for ventures in the OXFO portfolio that were already adapting in the light of the pandemic. In addition, more than 100 students and alumni from across the University applied to join the OXFO COVID-19 Rapid Solutions Builder programme, which focused on launching and scaling practical solutions to the secondary and tertiary problems linked to the crisis.

The Liber Project

The Liber Project, created by Oxford Saïd's Entrepreneurship Centre, assigned 129 student and alumni volunteers to work with 35 UK start-ups, scale-ups and SMEs in roles involving investor relations, marketing, and strategy. The Project also provided masterclasses and advice from Saïd Business School faculty as well as expert practitioners.

Hardship fund

Oxford Saïd's hardship fund was able to provide support to a number of students who needed it when the UK's first lockdown meant that many lost work or suddenly incurred travel costs.

CDL Recovery

The Creative Destruction Lab (CDL), a global not-for-profit science and tech start-up mentoring programme located in major universities including Saïd Business School, created this new programme to address the public health and economic recovery challenges created by the global COVID-19 crisis.

As well as supporting the mentoring programme, Oxford Saïd is using Crowdmanager, a customised app produced by CDL Recovery start-up Crowdless, to help students maintain distance while using social spaces on campus.

10k Small Businesses

The Goldman Sachs 10,000 Small Businesses programme (10KSB) – a joint initiative between Saïd Business School and Goldman Sachs Foundation – launched Reimagining Business, a support programme featuring webinars, weekly coaching sessions, and faculty insights tailored for quick and practical action.

Community

Leadership in Extraordinary Times broadcast series

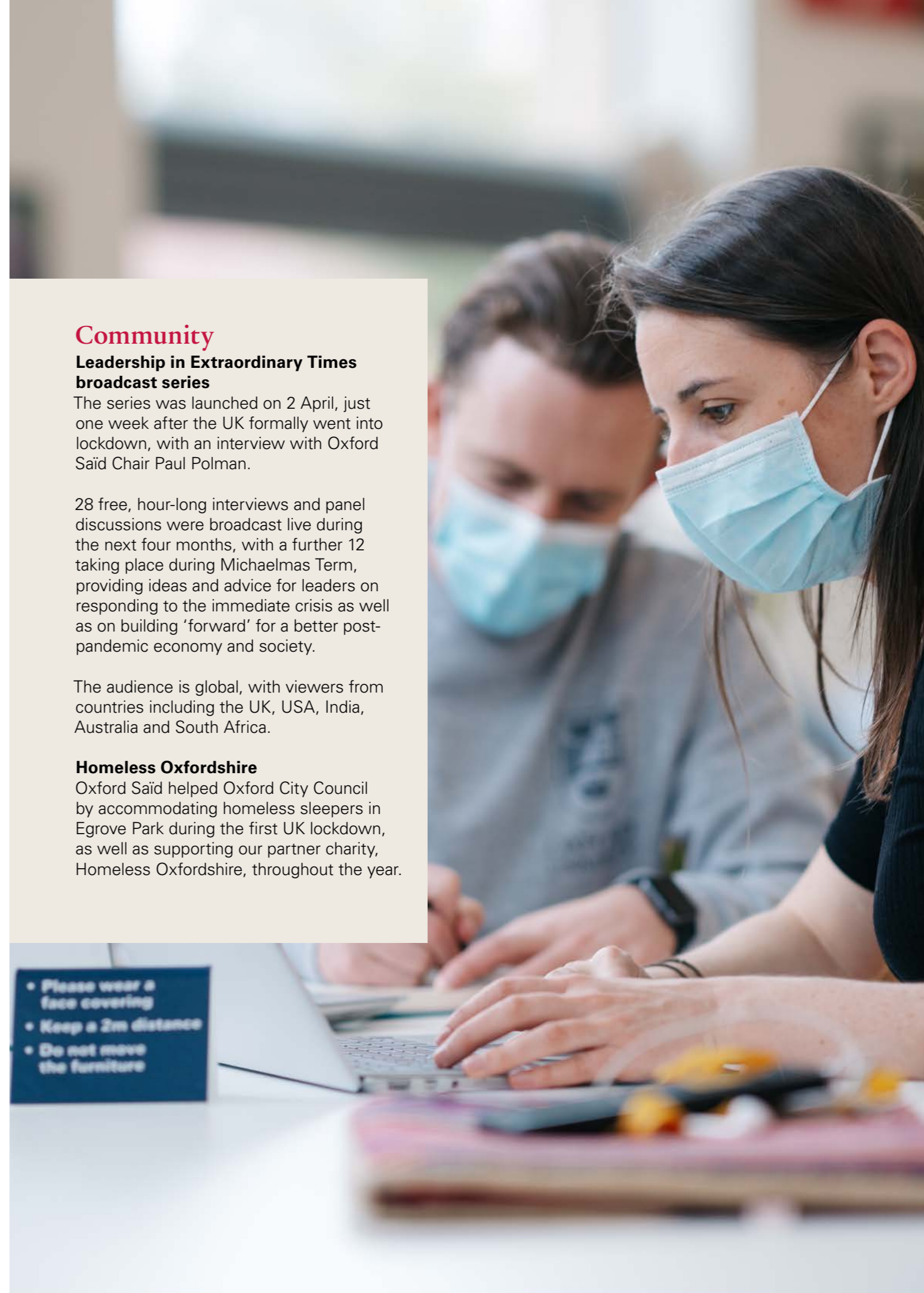
The series was launched on 2 April, just one week after the UK formally went into lockdown, with an interview with Oxford Saïd Chair Paul Polman.

28 free, hour-long interviews and panel discussions were broadcast live during the next four months, with a further 12 taking place during Michaelmas Term, providing ideas and advice for leaders on responding to the immediate crisis as well as on building 'forward' for a better post-pandemic economy and society.

The audience is global, with viewers from countries including the UK, USA, India, Australia and South Africa.

Homeless Oxfordshire

Oxford Saïd helped Oxford City Council by accommodating homeless sleepers in Egrove Park during the first UK lockdown, as well as supporting our partner charity, Homeless Oxfordshire, throughout the year.



Rationale for the Global Leadership Centre

Purpose and strategy

Working with organisations and leaders is fundamental to pursuing our own purpose and academic mission. If we are to support the transformation of business to become the engine of a more sustainable, prosperous, and equal world, we need to provide the highest quality education to current as well as future leaders; and facilitate the challenging conversations and practical innovation that will catalyse systemic change. The Global Leadership Centre will provide the physical and digital space to make that happen.

Education

The Global Leadership Centre has been designed to support this high-level business and leadership education, with a range of formal and informal teaching spaces and state-of-the-art digital tools. This will allow for flexible programmes that can incorporate both face-to-face and remote learning, that can bring diverse teams together from across international organisations, and that can welcome global experts to contribute from wherever they are in the world. Drawing on our experience of the COVID-19 pandemic, it will as far as possible be future-proofed to allow for further technological and other developments.

Location

The Global Leadership Centre will be within a few minutes' walk of both the main Saïd Business School building on Park End Street and the Oxford Foundry, the University of Oxford's entrepreneurship centre, creating a mini 'campus' that will ease the cross-fertilisation of ideas and close links between business and management research and practice. The Global Leadership Centre will also be on the doorstep of the main University area and will thus encourage closer links with other departments and disciplines.

In addition, the development of the Global Leadership Centre will be part of the regeneration of the west end of the city of Oxford, creating jobs and opportunities for the local community.

Sustainability

Consistent with the values of the School, the development of the Osney Power Station building will endeavour to be as environmentally sustainable as possible. Its location next to the railway station, and reduced parking facilities, will encourage the use of public transport for visitors.

Financial

Saïd Business School is a department of the University of Oxford, which has charitable status. Any surplus made by the School is reinvested in pursuit of its charitable activities – research, education, and the spread of knowledge. The Global Leadership Centre is expected conservatively to improve the School's surplus by approximately £2 million a year, which will go towards the furtherance of its academic mission.



Approaches to leadership

Research

Saïd Business School conducts rigorous, innovative, and practically relevant research in a range of areas that are of critical importance to leaders and organisations today.

The ideas generated by this research power the transformational thinking that is at the heart of our vision for the Global Leadership Centre, developing new models and frameworks for the future in areas including:

- Complex organisations and systems
- Scenario planning
- Innovation
- Leadership
- Corporate governance
- Sustainable development
- Social responsibility

In addition, the Centre will bring together insights from the cluster of research projects grouped around the theme of Responsible Business. These examine the concept of corporate purpose through differing lenses, deepening our understanding of what business is, and what business should be, over the coming decades.

- Changing Conceptions of Corporate Purpose
- Economics of Mutuality
- Rethinking Performance
- The Ownership Project

Teaching

Leadership development at Oxford Saïd is based on a variety of teaching methods that are combined flexibly to meet the needs of learners and their organisations.

Drawing on Oxford's long tradition of intensive, tutorial-based dialogues and debates, interactive lectures are mixed with collaborative exercises and small discussion groups to understand and interrogate issues from several different perspectives. Industry experts from a variety of sectors share personal insights that complement the academic learning.

Academics from departments and divisions from across the University provide a broader context and help leaders reframe challenges and explore new solutions. In particular, Saïd Business School draws on Oxford's rich tradition of the humanities to introduce a range of new ideas, experiences and ways of thinking, pushing executives out of the comfort of what they know and encouraging them to ask different questions.

Immersive learning experiences in Oxford, in which participants are taken out of their day-to-day working environment, are supplemented by digital learning and virtual interactions, including the Oxford HIVE – a virtual classroom that can simultaneously connect up to 84 participants from around the world.

Many leadership programmes also include action learning modules, in which groups can research, test, and present new ideas or existing projects that add value to their organisations.

Custom leadership programmes are developed in partnership with organisations, such as the Development Bank of Japan, with whom we are working to provide their high-potential future leaders with key understandings of 'strategic alignment' and business-critical leadership skills. Other custom leadership programmes include:

- Almi Tankers Leadership Programme
- DLA Piper Global Scholarships Programme
- DS Smith Global Leadership Programme
- EY Future Partner Development Programme
- Financial Conduct Authority: 'At our best' Leadership Programme
- Freshfields Leadership Programme
- Scottish Water Future Leaders Programme

Public engagement

Oxford Saïd has long offered a programme of live events and guest lectures that are open to all students, alumni, and the general public. Most are filmed, ensuring that they remain accessible to audiences across the world on a variety of platforms.

Leaders who have given lectures or been interviewed as part of a Distinguished Speaker Seminar include:

- Michael Bloomberg, Co-Founder, Bloomberg LP
- Aleksander Čeferin, President, UEFA
- Robert Kapito, President Blackrock
- Meg Lustman, Former CEO, Hobbs
- Dame Carolyn McCall, CEO, ITV
- Judith McKenna, CEO, Walmart International
- John Mahama, Former President of Ghana
- Baroness Shriti Vadera, Chair, Prudential PLC; former Government adviser and minister

Since April 2020 and the COVID-19 pandemic, these events have moved exclusively online with the Leadership in Extraordinary Times series, free live broadcasts, that also continue to be available to watch on platforms including YouTube. 40 interviews and panel discussions were broadcast during 2020. Speakers included:

- Al Gore, Former US Vice-President
- André Hoffmann, Vice Chair, Roche Pharmaceuticals
- Rose Marcario, Former CEO, Patagonia
- Kumi Naidoo, Former Secretary General, Amnesty International
- Jacqueline Novogratz, Founder, Acumen, and author, Manifesto for a Moral Revolution
- Dame Barbara Woodward, British Ambassador to China



From Osney Power Station to Global Leadership Centre

The old Osney Power Station, opened in 1892, was Oxford's first electrical power plant. An important part of Oxford's industrial heritage, it is fitting that, from 2024, it will power new models of leadership for the future.

Within a few minutes' walk of both the main Saïd Business School building on Park End Street and the Oxford Foundry, the University of Oxford's entrepreneurship centre, the Global Leadership Centre will complete a mini business 'campus' on the doorstep of the main University area.

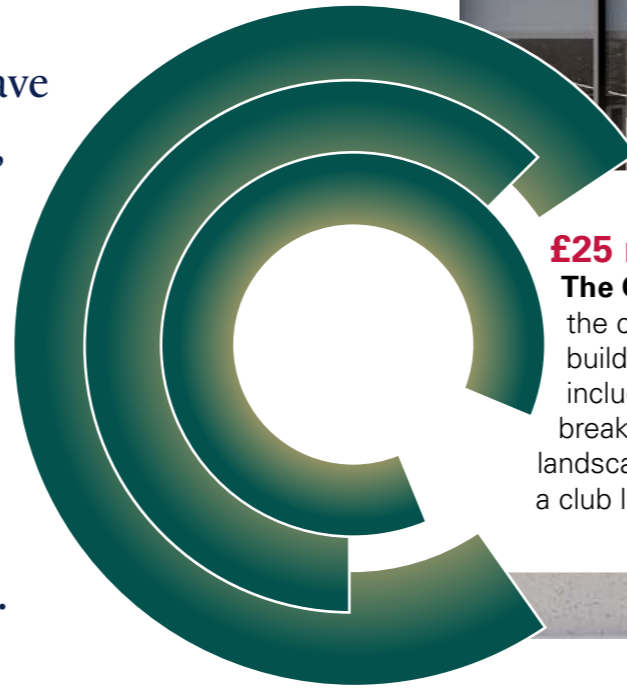
The work to transform the Victorian building will capitalise upon leading-edge thinking on sustainable development. We plan for a solar panel installation on the roof, green roofs, and bird and bat boxes. The scheme also adopts many of the Passivehaus principles for energy efficiency, as well as those from the WELL standard to optimise health and well-being. We aim to use electric vehicles to service the building.



Naming opportunities

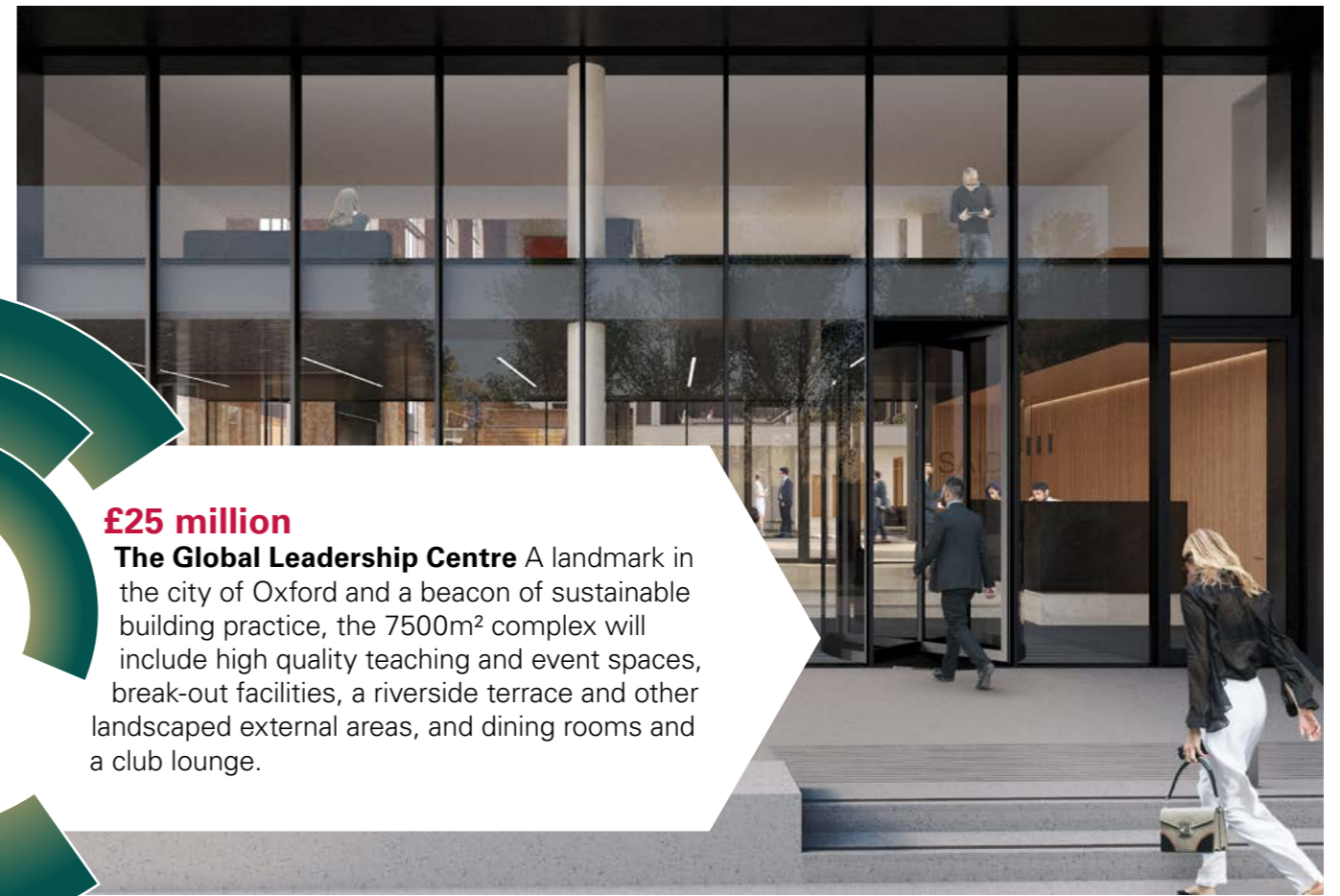
Your gift will strengthen the foundation of the Global Leadership Centre and Saïd Business School. It will intensify Oxford's efforts to connect, develop, and engage leaders to reshape the economy for the benefit of people and planet.

It will allow you to leave your mark on Oxford, forever, by naming a space or room in the Centre, and by enjoying University-level recognition reserved for major benefactors.



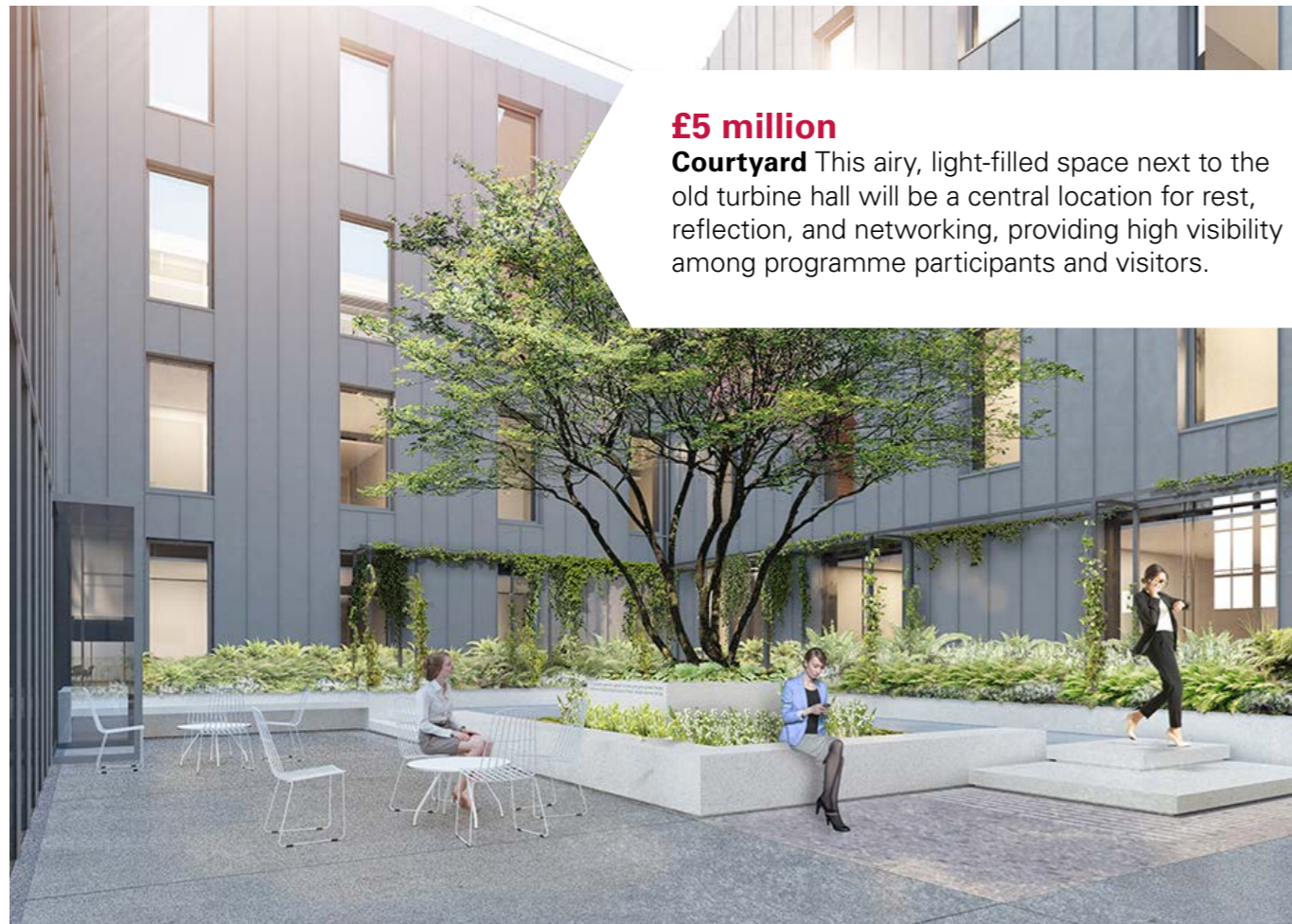
£25 million

The Global Leadership Centre A landmark in the city of Oxford and a beacon of sustainable building practice, the 7500m² complex will include high quality teaching and event spaces, break-out facilities, a riverside terrace and other landscaped external areas, and dining rooms and a club lounge.



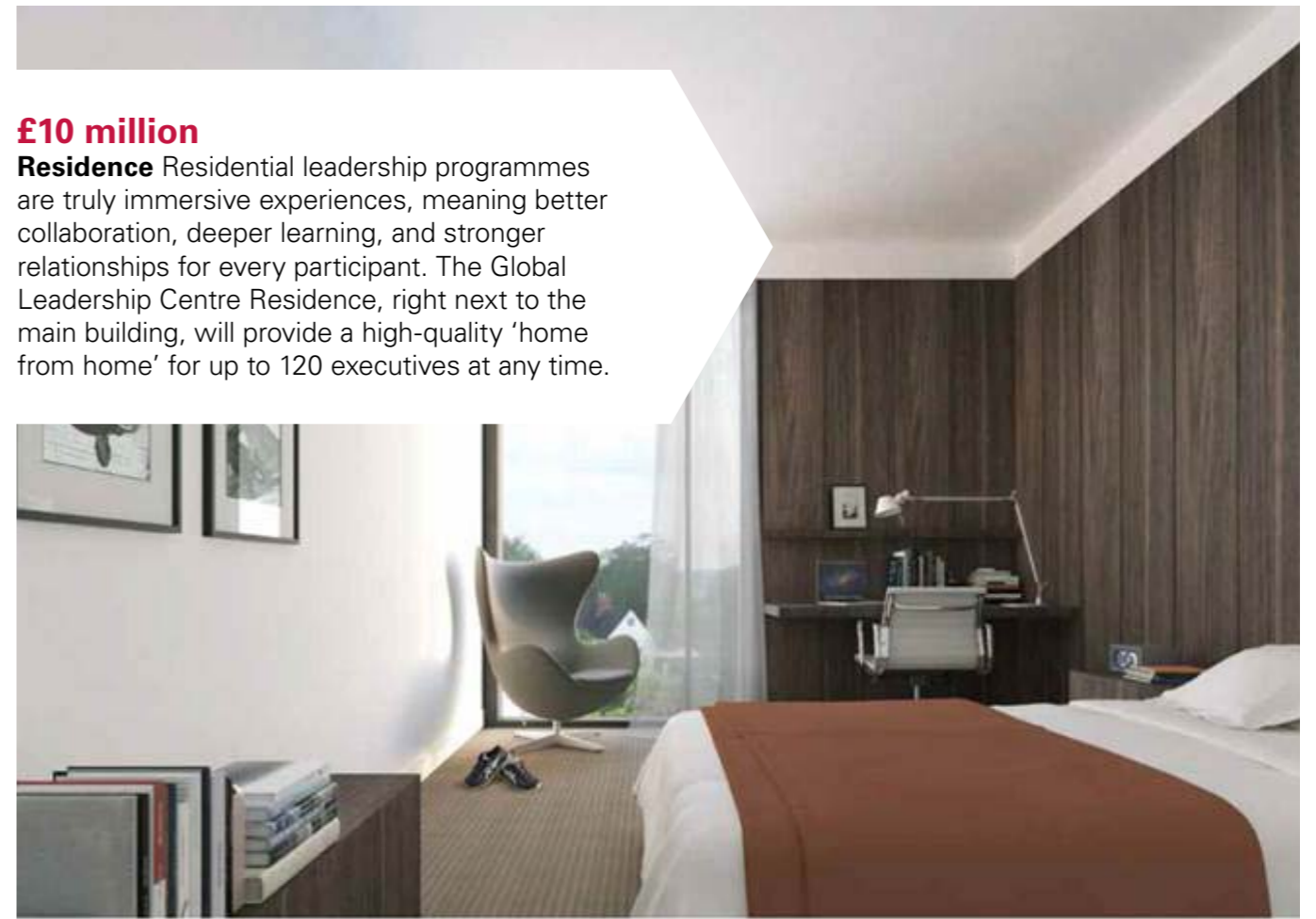
£5 million

Courtyard This airy, light-filled space next to the old turbine hall will be a central location for rest, reflection, and networking, providing high visibility among programme participants and visitors.



£10 million

Residence Residential leadership programmes are truly immersive experiences, meaning better collaboration, deeper learning, and stronger relationships for every participant. The Global Leadership Centre Residence, right next to the main building, will provide a high-quality 'home from home' for up to 120 executives at any time.





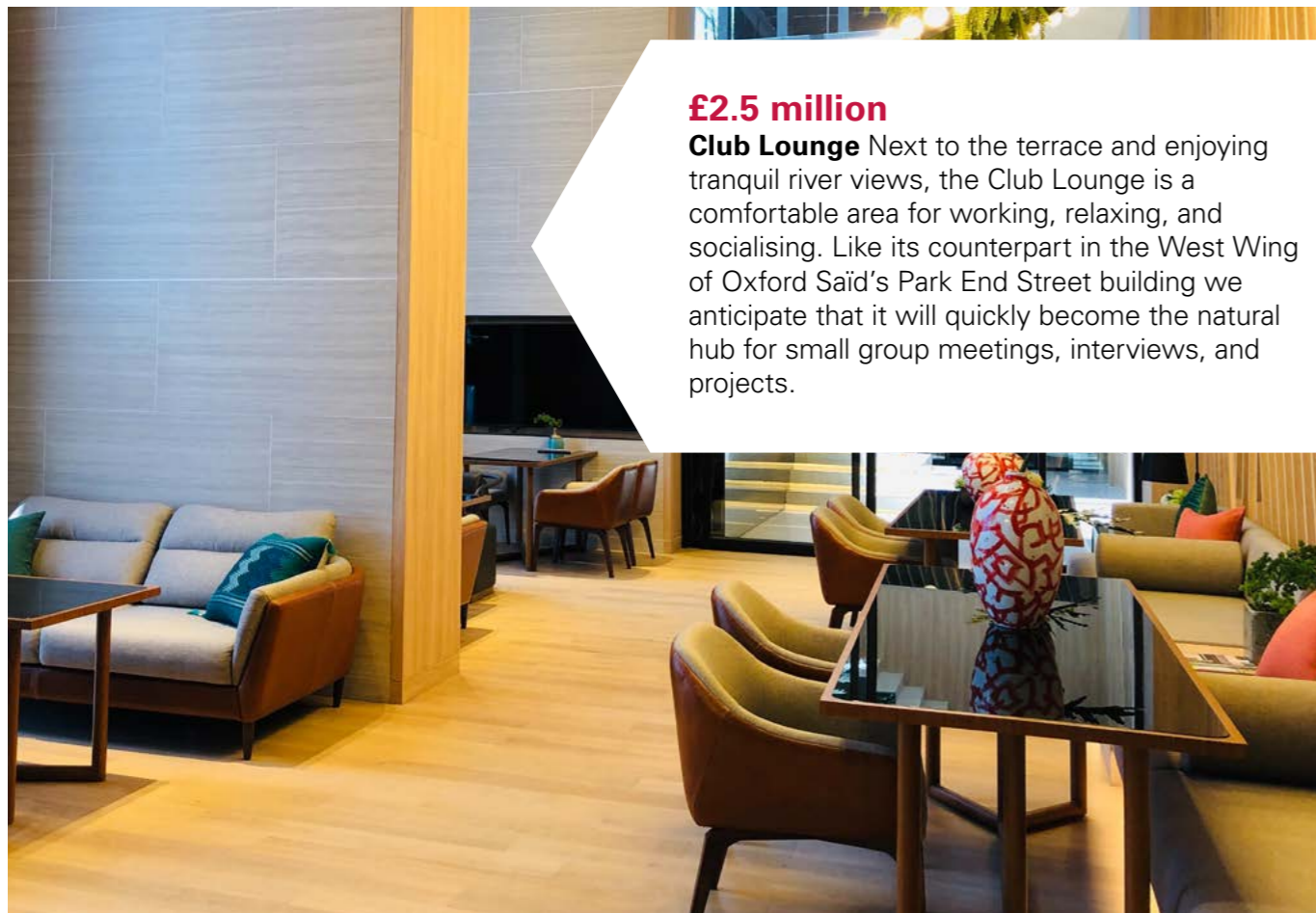
£3 million

Dining Hall Dining is central to the Oxford learning experience: it is an opportunity for conversation, for meeting people in different disciplines and departments, and for strengthening relationships. The dining halls in the Global Leadership Centre will be remembered warmly by all executives who enjoy eating, drinking, and debating within them.



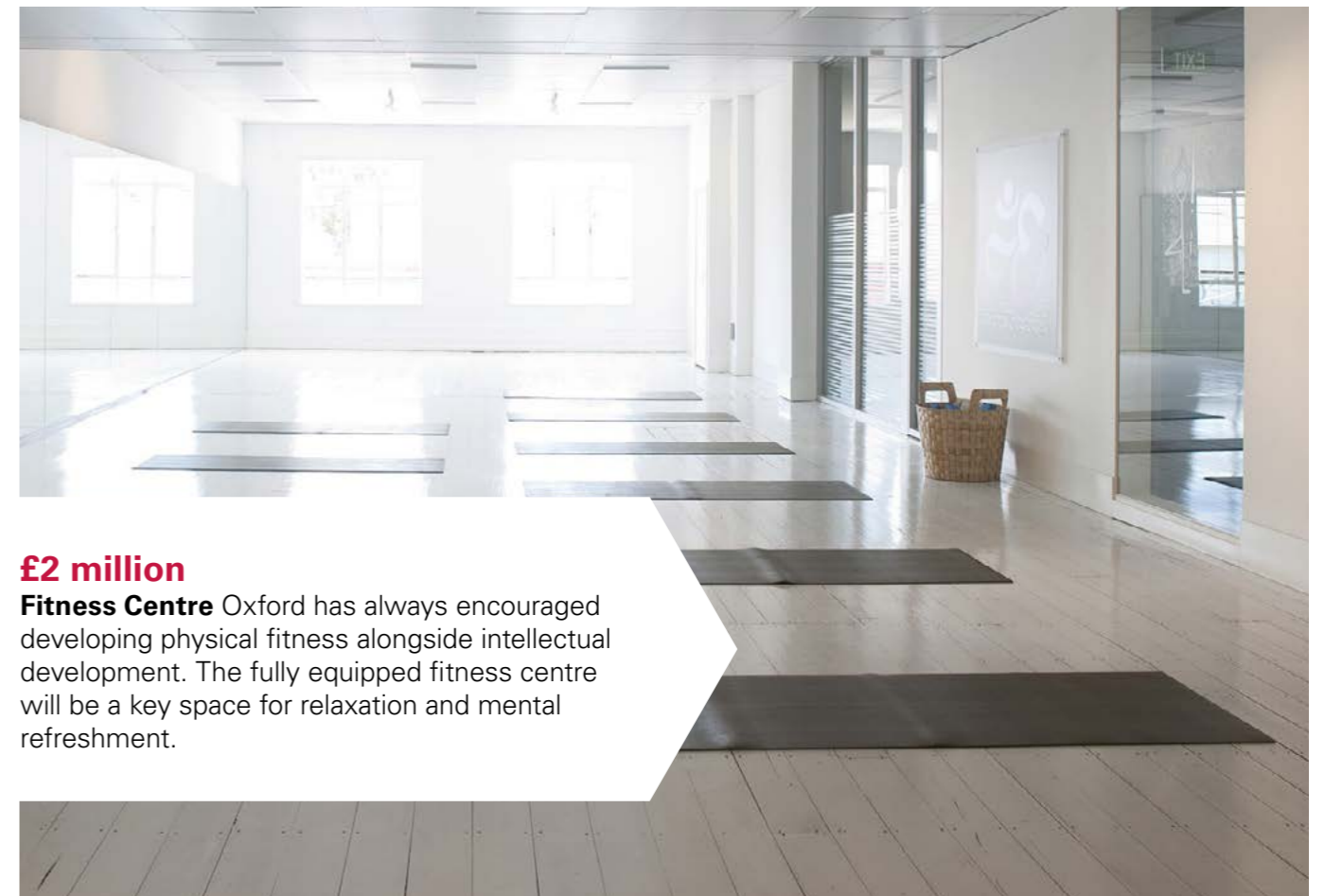
£3 million

Riverside Terrace The riverside terrace is one of many informal and interesting spaces in the Global Leadership Centre designed to facilitate relaxation, reflection, and networking. It can also be the backdrop to events, and a space for networking and further conversation following presentations and events in the Agora.



£2.5 million

Club Lounge Next to the terrace and enjoying tranquil river views, the Club Lounge is a comfortable area for working, relaxing, and socialising. Like its counterpart in the West Wing of Oxford Saïd's Park End Street building we anticipate that it will quickly become the natural hub for small group meetings, interviews, and projects.



£2 million

Fitness Centre Oxford has always encouraged developing physical fitness alongside intellectual development. The fully equipped fitness centre will be a key space for relaxation and mental refreshment.

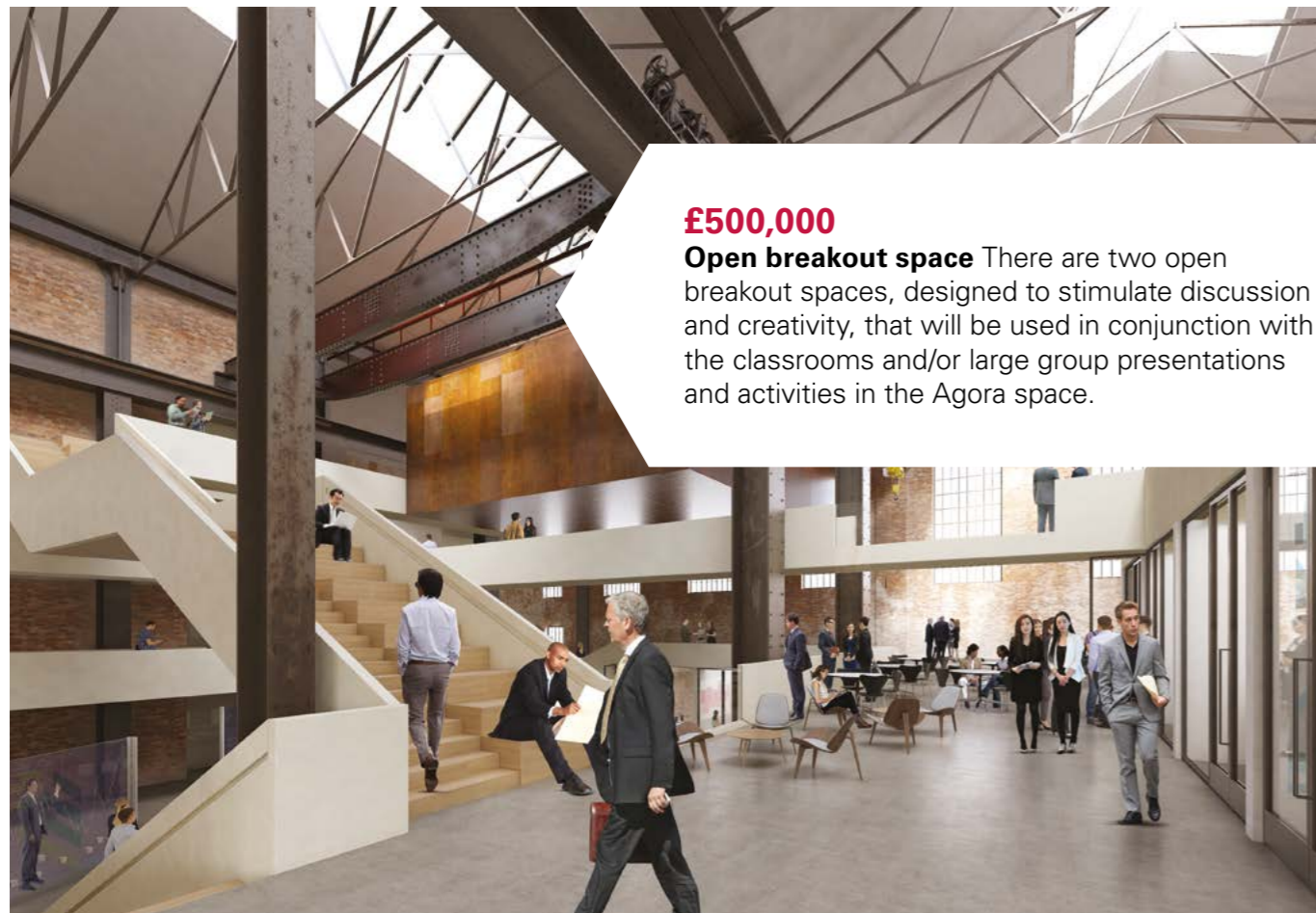


£1.5 million

The Hive The Oxford HIVE (Hub for International Virtual Education) is the UK's first virtual immersive learning and teaching environment, able to bring people together for live seminars, lectures, and discussions from all over the world. This cutting-edge technology is key to the Global Leadership Centre's international reach and sustainability goals, as it facilitates communication and discussion while reducing the necessity for international flights.

£1 million

Classrooms The flexible classrooms can be adapted to seat up to 100 delegates theatre-style for a lecture, or to accommodate small-group working or kinaesthetic learning experiences. They are spacious and modern, and fitted with the latest audio-visual technology as standard.



£500,000

Open breakout space There are two open breakout spaces, designed to stimulate discussion and creativity, that will be used in conjunction with the classrooms and/or large group presentations and activities in the Agora space.



£250,000

Breakout rooms Eleven breakout rooms will be where some of the most intensive learning and development in any programme takes place. Each room will be flexible, able to accommodate up to 12 people at a boardroom-style table, and will be equipped with the latest in audio-visual technology.

Recognition of your generosity

Major Benefactors (cumulative gifts of £100,000 or more)

As a Major Benefactor, you will be invited to specific initiatives at Saïd Business School and be a member of the Dean's Circle. You will also have the opportunity to attend the annual Rewley Dinner and be recognised on the School's Wall of Benefactors.

The Vice-Chancellor's Circle

The Vice-Chancellor's Circle recognises benefactors who have provided generous support of between £250,000 and £1.5 million to the collegiate University. The Vice-Chancellor, Professor Louise Richardson, hosts an annual meeting and dinner for members. The donor will also be recognised in the University's main donor report and Encaenia ceremony brochure.

The Chancellor's Court of Benefactors

Philanthropic contributions that total more than £1.5 million cumulatively by an individual benefactor, or £3 million by an organisation, once received in full, may enable the Chancellor, The Right Hon Lord Patten of Barnes, CH, to invite the benefactor to join the Chancellor's Court of Benefactors. The Court meets annually in Oxford and provides an opportunity for benefactors to engage with the Chancellor, Vice-Chancellor, Heads of House and senior academics. Members of the Court who have given exceptional support to the University may also have their names engraved in the Clarendon Arch, near the entrance of the historic Bodleian Library – and may be further honoured with the award of the Chancellor's Court of Benefactors Fellowship.

